

Executive Registry

72-4912

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT : Training Board of Visitors

1. At the Director's Annual Conference in May, the suggestion of a Board of Visitors to the Agency training effort was given general endorsement. Consequently, after consulting with the Inspector General and the Director of Training, I believe now is a propitious time to proceed with the establishment of such a Board.

2. The purpose of the Board of Visitors is to identify training needs within the Agency and to assess the programs of the Office of Training in meeting these needs through its own and Agency-sponsored external training. I am particularly concerned that there be a planned, precise, systematic use of training as an integral facet of personnel management and organizational development in the Agency.

3. I am herewith appointing Mr. William Broe, the Inspector General, as Chairman of the Board of Visitors and Mr. Harry Fisher, Director of Personnel, as an ex officio member. Each Deputy Director is requested,

25X1

following consultation with Mr. Broe, to designate one of his most senior officers as a member of the Board. The Director of Training is requested to designate one of his officers to be Executive Secretary to the Board.

4. The Board of Visitors is authorized to undertake the following functions:

a. Assess use of training in terms of employee and organizational development and advise the Deputy Directors concerning measures for improving ~~reliance on~~ training as an instrument of personnel management within their Directorates. In this connection, I am also concerned about increasing the effectiveness and participation of the component training officers in personnel planning.

b. Examine operations, intelligence, and support *being presented by the Office of Training* doctrine and advise the Deputy Directors concerning guidance needed from the Directorates by the Office of Training to enable the latter to fulfill its mission.

c. Identify and describe for the Director of Training those job skills which need to be developed by training.

d. Evaluate the validity of OTR's courses and programs, including external training, by examining

CONFIDENTIAL

training objectives, content, and resulting on-the-job performance of employees, and recommend to the Director of Training the addition, modification, or elimination of training programs as appropriate.

5. In executing its responsibilities, the Board will convene at the call of the Chairman at least once each year, but may convene more often as circumstances dictate. Minutes of all meetings should be recorded. The Chairman shall have responsibility for developing the agenda for the Board through such consultation with Board members and other Agency officials as he may elect. The Chairman or his designated representative is to prepare an annual report, including recommendations, for submission to the Director and the Director of Training. Dissenting or differing views <sup>of Board members should</sup> certainly may be included in this report.

6. The Board is authorized to establish standing or ad hoc committees to undertake activities specifically approved by it. Membership on such committees should be determined by members of the Board but need not be limited to them. I would expect, for example, the services of the Inspector General's staff to be available for use by the Board. The various members of the Board also will certainly have particular special interests and, therefore, it would be appropriate to have Directorate caucuses led by the Board of Visitors member for that Directorate. I would hope, however, that the Board

as a whole would take the broadest possible view from the standpoint of overall Agency interests, as well as reflect the needs of the individual Directorates.

7. Secretarial and other support services required by the Board itself should be provided by the Office of Training. Individual members and committees in need of services may call upon other components as circumstances dictate.

8. I would appreciate your giving the Board of Visitors your fullest support and urge you to initiate action for designating your representative as soon as reasonably possible.

W. E. Colby  
Executive Director-Comptroller

cc: Inspector General  
Director of Personnel  
Director of Training

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Training Board of Visitors

FILE Training

FROM:

Deputy Director for Support

Headquarters

EXTENSION

NO.

DATE

15 SEP 1972

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Inspector General

Headquarters

9/15/72

9/15/72

To 1:

We have reordered the paper as you I believe last saw it. This version also better states, we believe at least, one of the subparagraphs proposed by the Director of Training. We hope you will find this satisfactory for transmittal to Mr. Colby and by him to the Deputies.

2.

3. Executive Director-Comptroller

Headquarters

9/18

9/18

To 3:

The attached represents the product of a great deal of hard work on the part of the IG and OTR. We hope you would agree with it as now put together. Although you have a very full agenda you may wish to have copies of this available to pass out to the Deputies at the 19 September meeting.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

John Coffey

John Coffey

MEMORANDUM FOR: *DDS*

*Jack -*

*NB my pencil  
suggestions - largely  
for clarity and saleability*

*If OK with you we  
will distribute for Dept*

*17th - WFC* (DATE) *REVISED*

A. CONSIDERABLE  
IMPROVEMENT — APPENDING  
WITH ROY'S BACK SLIP  
NOTE / NOT ANOTHER  
RETURNING IN HIS ORDER  
OF SUPPLIERS —

ATTACHED —

THOMAS G. GEE  
(P. 1, 01)

Training Board of Visitors

15 SEP 1972

X1 Deputy Director for Support

[Redacted]

[Redacted]

STA

X1 Inspector General

[Redacted]

X1 Executive Director-Comptroller

[Redacted]

To 1:

We have reordered the paper as you I believe last saw it. This version also better states we believe at least one of the subparagraphs proposed by the Director of Training. We hope you will find this satisfactory for transmittal to Mr. Colby and by him to the Deputies.

[Redacted]

John W. Coffey

25X

To 3:

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[Redacted]

John W. Coffey

25X

DD/S:JWC:llc (15 September 1972)

Distribution:

- O - ExDir via IG w/O att *8 - BY HAND*
- 1 - DD/S Chrono
- 1 - DD/S Subject

Att: Draft Memo dtd 15 Sept. 72 for DD/I,  
DD/P, DD/S&T, DD/S frm ExDir subj:  
Training Board of Visitors



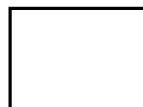
SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input type="checkbox"/>		<input type="checkbox"/>	SECRET
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DD/S		
2			
3			
4			
5			
6			
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE

**Remarks:**

Jack,

I discussed this change with the DTR this morning and it's fine with him.

It was my inclination to reverse the inductive devolment of para. 4. I would begin with the more general conclusion of 4.d., then b., a. and finally c. Perhaps it is best to leave these thoughts for a next time.



FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Deputy Director of Training

9/15/72

with Mr. Broe, to designate one of his most senior officers as a member of the Board. The Director of Training is requested to designate one of his officers to be Executive Secretary to the Board.

4. The Board of Visitors is authorized to undertake the following functions:

- a. identify and describe for the Director of Training those job skills which need to be developed by training.
- b. examine operations, intelligence, and support doctrine and advise the Deputy Directors concerning guidance needed from the Directorates by the Office of Training to enable the latter to fulfill its mission;
- c. evaluate the validity of OTR's courses and programs, including external training, by examining training objectives, content, and resulting on-the-job performance of employees, and recommend to the Director of Training the addition, modification, or elimination of training programs as appropriate;
- d. assess use of training in terms of employee and organizational development and advise the Deputy Directors concerning measures for improving reliance on training as an instrument of personnel management within their Directorates. In this connection, I am also concerned about increasing the effectiveness and participation of the component training officers in personnel planning.

RSW -

1. I spoke to Rod a couple of times about Bdof Visitors paper and he in between talked with Hugh and others. He first said he was bothered with 4a and understood our point. He wasn't sure if it was an OTR product or IG. When he called back he said it was OTR input and said that OTR would like to modify and felt new words could be produced with little effort which would delimit the scope etc.

He will appear with same around 1600 Friday, <sup>with revised page 2.</sup> I will

be downtown so will you please pick this up <sup>see if</sup> the adjustment is OK.

Rod also said by the way that Hugh knew this was not on Tues Deps agenda when he dropped it by yesterday

~~SECRET~~

STAT

2. Rod is fully in agreement with  plot - no problem on career service - OTR sweating out the slot resolution.

jwc

14 SEP 1972

*On annual meeting, he said that is minimum not maximum. Perhaps we should leave for the moment.*

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input type="checkbox"/>		<input type="checkbox"/>	SECRET
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support <input type="text"/>		
2	<input type="text"/>		
3	Executive Director-Comptroller <input type="text"/>		
4	<input type="text"/>		
5	<input type="text"/>		
6	<input type="text"/>		
<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
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<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE

**Remarks:**

To 3:

I would hope that this draft could be passed to the Deputy Directors before next Tuesday's Deputies' Meeting.

Hugh T. Cunningham

STAT

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
Director of Training <input type="text"/>	13 Sept 72

D R A F T  
13 September 1972

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

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25X1

with Mr. Broe, to designate one of his most senior officers as a member of the Board. The Director of Training is requested to designate one of his officers to be Executive Secretary to the Board.

4. The Board of Visitors is authorized to undertake the following functions:

a. review employee qualification and performance standards within Directorates and advise the Director of Training relative to the training needs of operating components and their personnel;

b. examine operations, intelligence, and support doctrine and advise the Deputy Directors concerning guidance needed from the Directorates by the Office of Training to enable the latter to fulfill its mission;

c. evaluate the validity of OTR's courses and programs, including external training, by examining training objectives, content, and resulting on-the-job performance of employees, and recommend to the Director of Training the addition, modification, or elimination of training programs as appropriate;

d. assess use of training in terms of employee and organizational development and advise the Deputy Directors concerning measures for improving reliance on training as an instrument of personnel management within their Directorates. In this connection, I am also concerned about increasing the effectiveness and participation of the component training officers in personnel planning.

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W. E. Colby  
Executive Director- Comptroller